

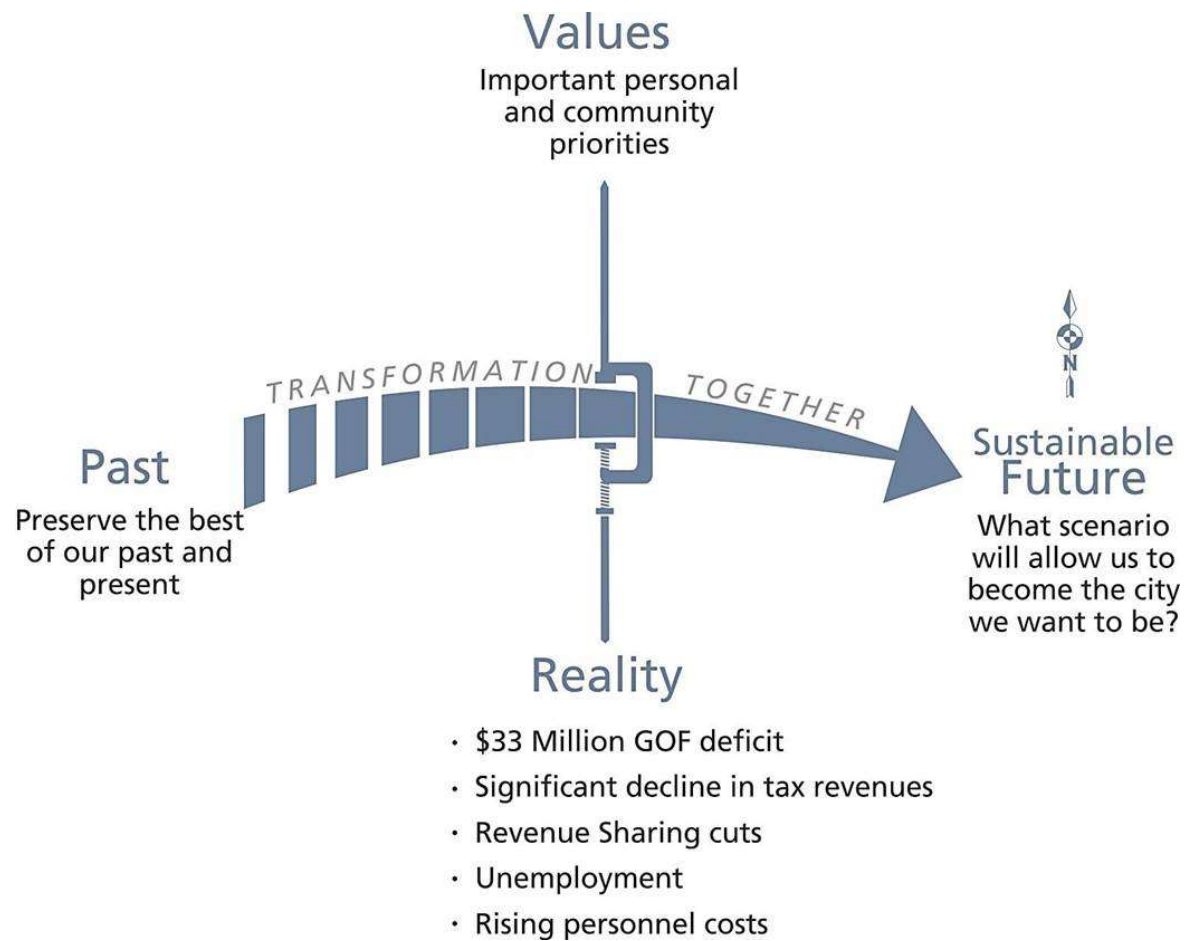
# **City of Grand Rapids**

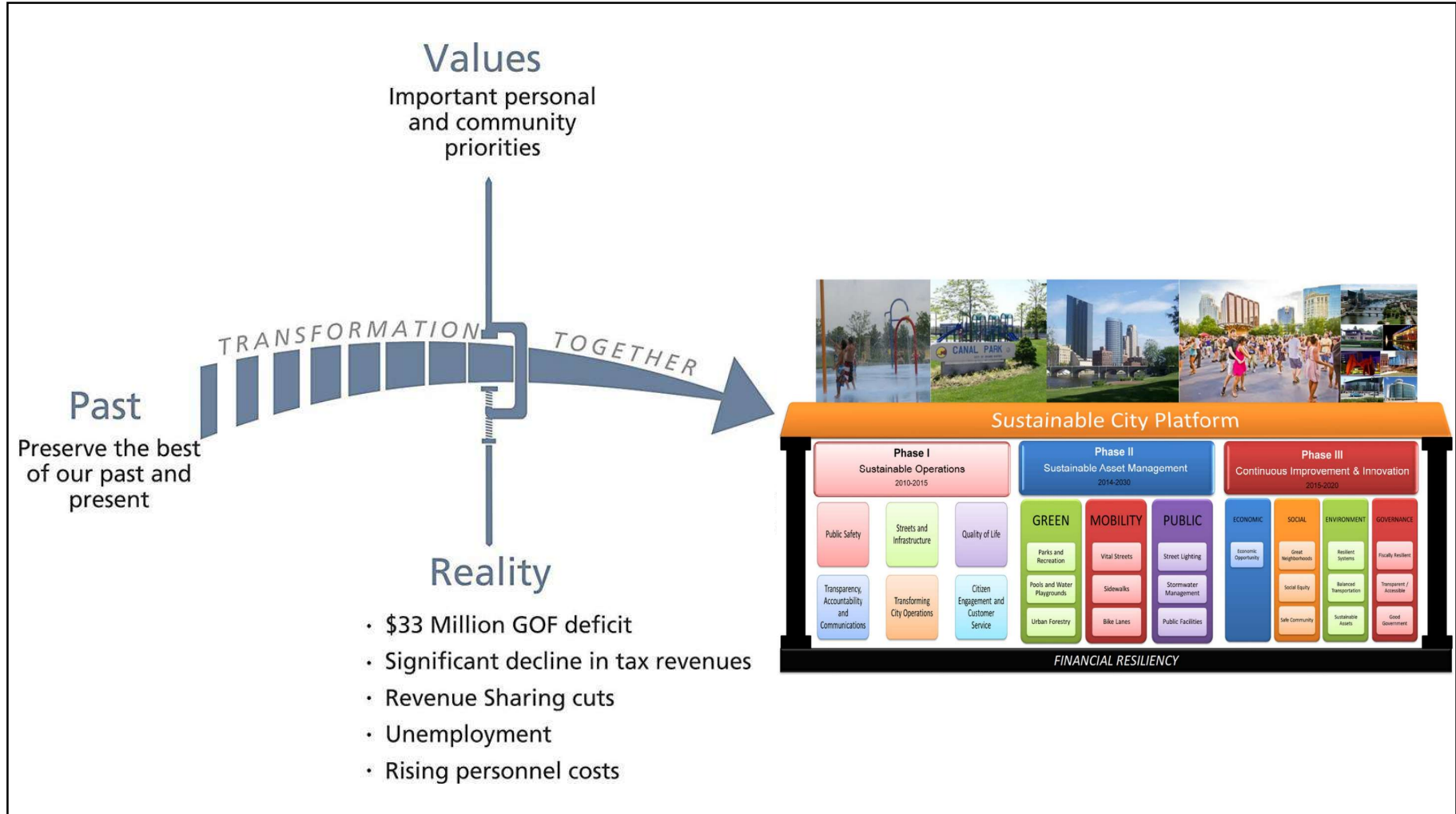
## **Sustainability and Transformation Plan**


2017 December Update:

### **Progress and Potential**







The background of the slide features a large white rectangle centered on a light gray background. The left and right sides of the white rectangle are framed by abstract geometric shapes. On the left, a blue triangle points towards the center. On the right, a complex arrangement of overlapping triangles in shades of blue and red points towards the center, creating a dynamic, layered effect.

Are we sustainable?  
Are we there yet?

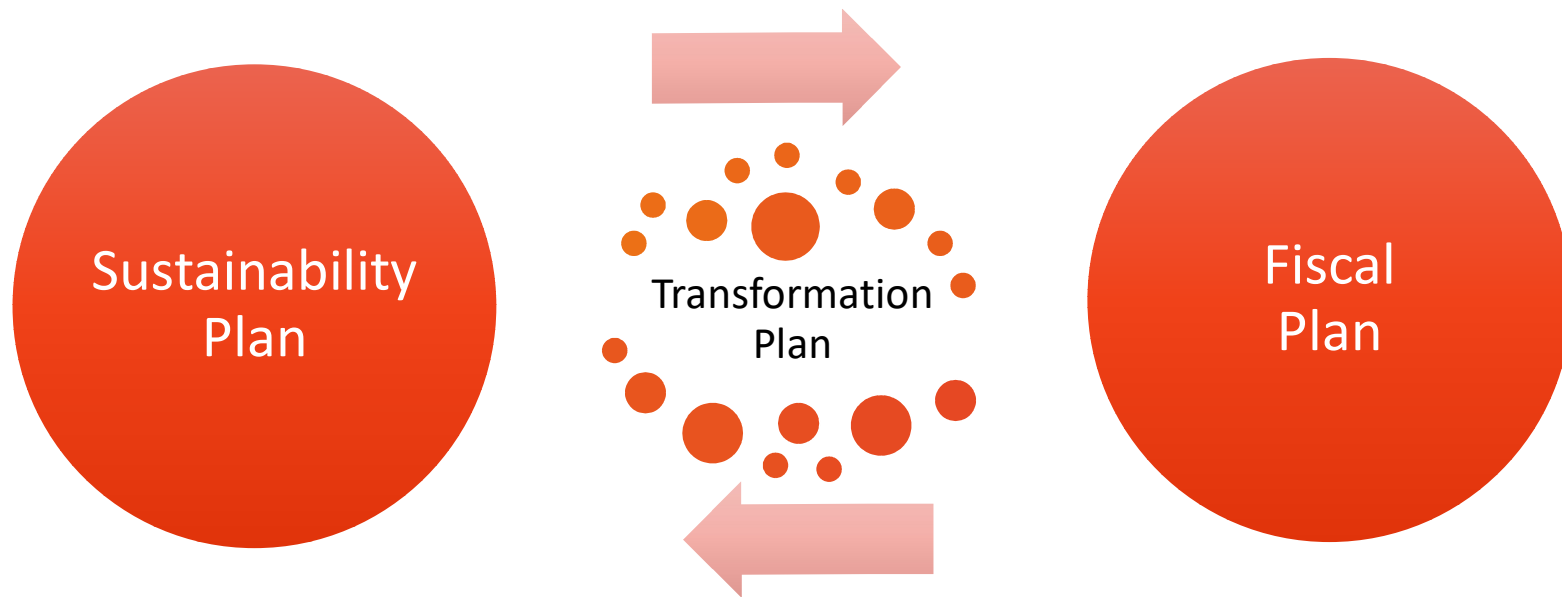


# Sustainability Plan

- Strategic plan for the organization
- Long Term Focus
- Expanded the Triple Bottom Line to the Quadruple Bottom Line by adding Governance
- Economic, Environment, Social and Governance pillars
- 114 targets
- Second five-year sustainability plan (FY11 – FY15 was the first plan)

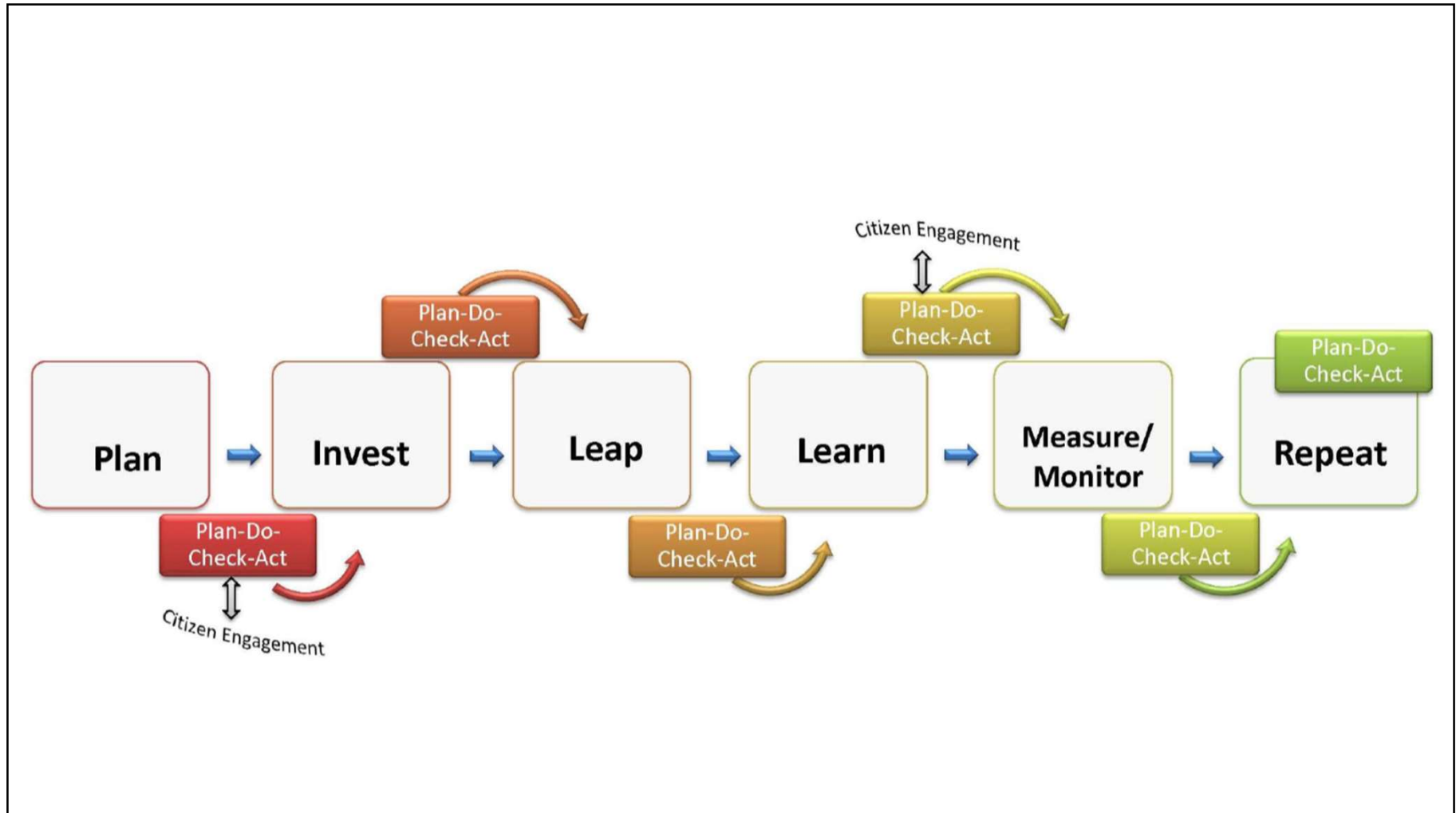
# Transformation Plan

- Operation plan
- Focused on outcomes
- How we leap
- 171 Value Streams originally in Phase III

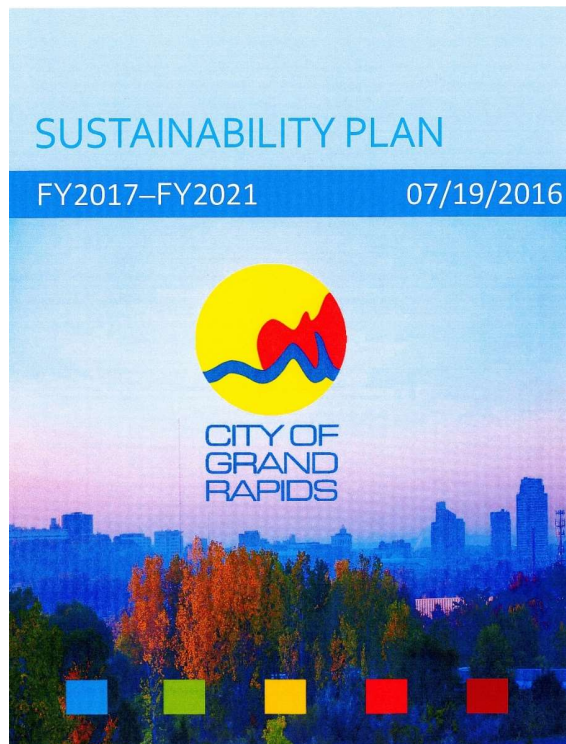


Disruption is achieved through the implementation of these plans, continually pushing us to achieve greater results.









Powerful plans lead to valuable results



Not Pursuing 4%	Not Started 6%	Showing Momentum- No key decision within 30-160 days 27%	Showing Momentum- Key decision within 90- 160 days 5%	Showing Momentum- key Decision within 30 to 90 days 5%	Next Steps: City Commission Decision 0%	Key Decision Made Implementing 36%	Completed 17%
2.1.1.2 Wood 2.5.1.1 Bohatch 3.2.1.2 Guitar 5.1.1.3 Lunn	1.1.2.2 Sutter 5.1.1.4 Sutter 5.2.1.1 Sutter 7.1.1.5 DeClerq 7.1.1.6 DeClerq 7.3.1.2 Marquardt 8.1.1.2 Sutter	1.3.1.5 Sutter 1.3.1.6 Wood 2.2.1.3 Marquardt 2.3.1.2 Naramore 3.1.1.1 O'Neal 4.1.1.4 Sundstrom 4.2.1.1 Lehman 4.2.1.2 Almonte 4.2.1.3 Lehman 4.2.1.4 Lehman 5.1.1.1 Sutter 5.1.1.2 Sutter 5.2.1.2 Sutter 5.3.1.1 Hurt 5.3.1.2 Hurt 5.4.1.6 Marquardt 6.1.1.1 Naramore 6.1.1.2 Naramore 6.1.1.3 Naramore 6.2.1.1 Naramore 6.2.1.2 Naramore 7.1.1.3 DeClerq 7.1.1.4 DeClerq 7.1.1.7 DeClerq 7.1.1.8 DeVries 7.3.1.1 Marquardt 7.3.1.3 Marquardt 8.1.1.3 Sundstrom 8.1.1.5 DeClerq 10.1.1.4 Hurt 10.1.1.8 DeClerq	2.1.1.1 Wood 4.1.1.1 Cain 7.1.1.2 DeClerq 7.2.1.1 DeClerq 8.1.1.1 Almonte 8.1.1.4 Ganic	1.2.1.4 Wood 3.2.1.1 Glover 7.1.1.1 DeClerq 9.2.1.1 Glover 10.1.1.10 Glover 10.1.1.11 Glover		1.1.1.1 Wood 1.1.2.1 Wood 1.2.1.1 Wood 1.2.1.2 Wood 1.3.1.1 Wood 1.3.1.2 Wood 1.3.1.3 Caudill 1.3.1.4 Wood 2.1.1.3 Schultz 2.2.1.1 Bohatch 2.2.1.2 Bohatch 2.2.1.4 Bohatch 2.3.1.1 Wood 2.4.1.2 Bohatch 2.4.1.4 Bohatch 2.5.1.3 Guitar 3.1.1.2 Jelks 3.1.1.3 Coronado 3.3.1.1 Caudill 3.4.1.1 Caudill 4.3.1.1 Lehman 4.3.1.2 Lehman 4.3.1.3 Lehman 5.2.1.3 Lunn 5.4.1.1 Sulak 5.4.1.2 Sulak 5.4.1.3 Sulak 5.4.1.5 Marquardt 5.4.1.7 DeLong 5.4.2.1 DeLong 5.5.1.1 Lunn 5.5.1.2 Sulak 7.1.1.9 Dood 7.2.1.2 Lunn 9.1.1.2 Caudill 9.2.1.3 Caudill 10.1.1.2 Canfield 10.1.1.9 Lehman 10.2.1.1 Heemstra 10.2.1.2 Heemstra 10.2.1.3 Heemstra 10.2.1.4 Jelks	1.2.1.3 Wood 2.2.1.5 DeClerk 2.4.1.1 Bohatch 2.4.1.3 Bohatch 2.5.1.2 Bohatch 4.1.1.2 Rahinsky 4.1.1.3 Rahinsky 4.3.1.4 Lehman 5.4.1.4 Schulz 8.2.1.1 Dood 8.2.1.2 Dood 8.2.1.3 Dood 9.1.1.1 Almonte 9.2.1.2 Canfield 10.1.1.1 Woodard 10.1.1.3 Canfield 10.1.1.5 Zull 10.1.1.6 Klimas 10.1.1.7 Harman

## Sustainability Plan: Current Update

Not Pursuing 2%	Not Started 4%	Showing Momentum- No key decision within 30-160 days 33%	Showing Momentum- Key decision within 90- 160 days 11%	Showing Momentum- key Decision within 30 to 90 days 6%	Next Steps: City Commission Decision 4%	Key Decision Made Implementing 18%	Completed 22%
11-36 Stout 11-38 Kiddle 12-01 Alibasic 12-12 Lunn	10-13 Heemstra 10-15 Jelks 11-11 Schultz 11-17 Klooster 13-32 Heemstra 13-61 Jelks	10-08 Zull 10-11 DeLong 10-17 Caudill 11-14 Bohatch 11-15 Bohatch/Wood 11-16 Bohatch 11-21 Jelks 11-22 Hitchcock 11-22 Hitchcock 11-26 Caudill 11-28 Caudill 11-29 Business Developer 11-31 Stout 11-32 Rahinsky 11-39 Rahinsky 11-44 Rahinsky 11-51 Lehman 11-52 Lehman 12-03 Reimer 12-08 Lehman 12-14 Hurt 12-15 Hurt 12-17 Rivette 12-24 Naramore 12-26 Naramore 12-31 DeLong 12-32 Marquardt 12-33 Marquardt 13-06 Dood 13-07 Dood 13-12 Hitchcock 13-13 Guitar 13-14 Sundstrom 13-17 Buhner 13-18 Merren 13-19 Buhner 13-21 Buhner 13-24 Buhner 13-28 Guitar 13-30 Stout 13-31 Rahinsky 13-37 Glover 13-43 Glover 13-43 Marquardt 13-44 Marquardt 13-48 DeLong 13-50 Managing Director 13-51 Dept Directors 13-52 Dept Directors 13-53 Sundstrom 13-54 Buhner 13-57 Jelks 13-59 Jelks 13-60 Jelks 13-62 Jelks 13-63 Jelks 13-64 Jelks	10-05 Wood 10-10 Wood 10-12 Wood 11-03 Stout 11-13 Klooster 11-19 Schulz 11-33 Jelks 11-49 Lehman 12-02 Lunn 12-27 Naramore 12-34 Marquardt 12-35 Marquardt 13-22 Buhner 13-38 Almonte 13-45 Ganic 13-46 Ganic 13-55 Jelks 13-58 Jelks	11-05 Stout 11-08 Wood 11-18 Schulz 11-37 Hitchcock 12-06 Zull 12-13 Hurt 12-19 Lunn 13-05 Dood 13-11 Klimas 13-15 Buhner 13-16 Buhner	11-04 Stout 11-06 Schulz 11-34 O'Neal 12-09 Lunn 12-11 DeLong 12-23 Schulz 12-25 Naramore	10-02 Wood 10-03 Wood 10-06 Wood 10-07 Wood 10-09 Wood 10-16 Wood 11-01 Schulz 11-02 Schulz 11-07 Wood 11-40 Sundstrom 11-48 Zull 11-50 Lehman 11-53 Lehman 12-02 Lunn 12-04 Thompson 12-06 Zull 12-21 Naramore 12-22 Naramore 12-28 Naramore 12-29 Buhner 13-04 Klimas 13-09 Almonte 13-10 Buhner 13-25 Almonte 13-26 Guitar 13-29 Klimas 13-34 Glover 13-35 Globensky 13-40 Reimer 13-41 Zull 13-49 DeLong	10-01 Wood 10-04 DeLong 10-14 Wood 11-09 Bohatch 11-10 Wood 11-12 Klooster/Bartley 11-20 Jelks 11-24 Caudill 11-25 Caudill 11-27 Caudill 11-30 Almonte 11-35 Hitchcock 11-41 Bohatch 11-42 Rahinsky 11-43 Rahinsky 11-45 Rahinsky 11-46 Rahinsky 11-47 Lehman 12-05 Alibasic 12-07 Reimer 12-10 Lunn 12-16 Lunn 12-18 Schulz 12-20 Lunn 12-30 McCaul 13-01 Buhner 13-02 Buhner 13-03 Buhner 13-08 Almonte 13-20 Reimer 13-23 Globensky 13-27 Hitchcock 13-33 Koeze 13-36 O'Neal 13-39 Klimas 13-42 Lunn 13-47 Klimas 13-56 Jelks

## Transformation Plan- Last Update



Not Pursing 4%	Not Started 10%	Showing Momentum- No key decision within 30-160 days 10%	Showing Momentum- Key decision within 90- 160 days 15%	Showing Momentum- key Decision within 30 to 90 days 8%	Next Steps: City Commission Decision 2%	Key Decision Made Implementing 24%	Completed 36%	
10-08 Zull 10-15 Beth Jelks 11-17 Klooster 11-44 Rahinsky 12-12 Lunn 13-63 Jelks	11-14 Bohatch 12-01 Sutter	10-12 Wood 10-16 Wood 11-16 Bohatch 12-13 Hurt 12-14 Hurt 12-15 Hurt 12-21 Naramore 12-24 Naramore 12-26 Naramore 12-27 Naramore 12-32 Marquardt 12-35 Marquardt 13-12 DeLong 13-14 Sundstrom 13-18 Merren 13-28 Guitar 13-51 Managing Directors	10-05 Wood 10-09 Wood 10-11 DeLong 10-13 Heemstra 11-06 Naramore 11-18 Schultz, Kara Wood 11-22 Hitchcock 11-32 Rahinsky 11-35 Hitchcock 11-39 Rahinsky 12-22 Naramore 12-28 Almonte 13-06 Dood 13-11 Klimas 13-13 Guitar, Becky Jo Glover 13-15 Dood 13-16 Dood 13-17 Dood 13-19 Dood 13-21 Dood 13-22 Dood 13-34 Glover 13-35 Globensky 13-45 Ganic 13-53 Sundstrom	10-10 Wood 11-02 Schulz 11-03 Stout 11-11 Schulz 11-13 Klooster 11-15 Bohatch, Kara Wood 11-19 Schulz 12-25 Naramore 13-25 Cain 13-31 Rahinsky 13-37 Glover 13-54 Dood 13-57 Jelks	12-06 Zull 12-17 Rivette 13-41 Zull	10-03 Wood 10-06 Wood 10-07 Wood 11-01 Schulz 11-05 Stout 11-07 Wood 11-08 Wood 11-21 Jelks 11-26 Caudill 11-28 Caudill 11-29 Caudill 11-31 Cain 11-33 Jelks 11-40 Sundstrom 11-49 Lehman 12-02 Lunn 12-03 Reimer 12-04 Harran 12-08 Lehman 12-29 Dood 12-33 Marquardt 12-34 Marquardt 13-04 Klimas 13-05 Dood 13-07 Dood 13-09 Almonte 13-10 Dood 13-30 Cain 13-32 Heemstra 13-38 Almonte 13-40 Reimer 13-43 Marquardt 13-44 Marquardt 13-46 Glover 13-48 DeLong 13-49 DeLong 13-50 Almonte 13-58 Jelks 13-59 Jelks 13-60 Jelks 13-64 Jelks	10-01 Wood 10-02 Wood 10-04 DeLong 10-14 Wood 10-17 Caudill 11-04 Stout 11-09 Bohatch 11-10 Wood 11-12 Klooster 11-20 Jelks 11-23 Hitchcock 11-24 Caudill 11-25 Caudill 11-27 Caudill 11-30 Almonte 11-34 O'Neal 11-35 Hitchcock 11-36 Cain 11-37 Hitchcock 11-38 Kiddle 11-41 Bohatch 11-42 Rahinsky 11-43 Rahinsky 11-45 Rahinsky 11-46 Rahinsky 11-47 Lehman 11-48 Zull 11-50 Lehman 11-53 Lehman 12-05 Alibasic 12-07 Reimer 12-09 Lunn 12-10 Lunn 12-11 DeLong 12-16 Lunn 12-18 Schulz 12-19 Lunn 12-20 Lunn 12-23 Schulz 12-30 McCaul 12-31 DeLong 13-01 Buhrer 13-02 Buhrer 13-03 Buhrer	13-23 Globensky 13-24 Dood 13-26 Guitar 13-27 Hitchcock 13-29 Klimas 13-33 Koeze 13-36 O'Neal 13-39 Klimas 13-42 Lunn 13-47 Klimas 13-52 Dood 13-55 Jelks 13-56 Jelks 13-61 Jelks 13-62 Jelks

Transformation Plan- Current Update

# Environment

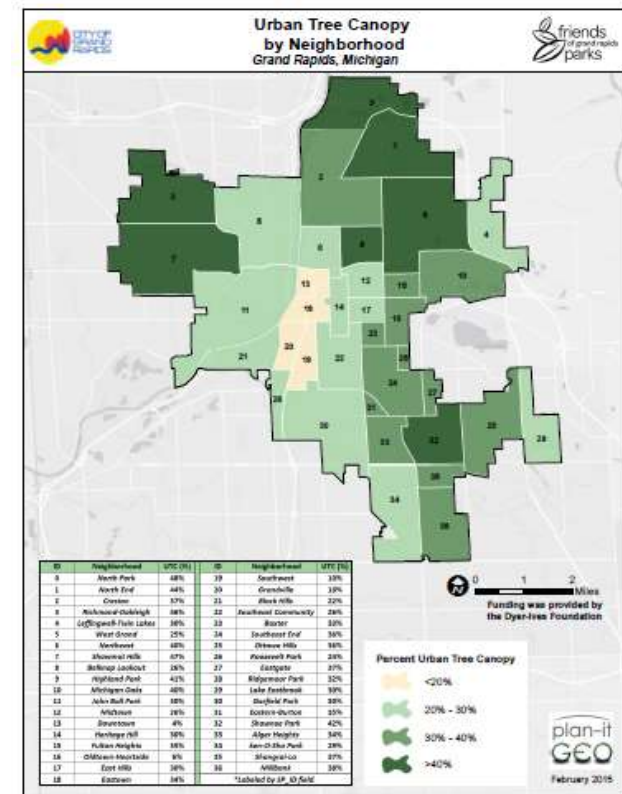
Resilient Systems

Balanced  
Transportation

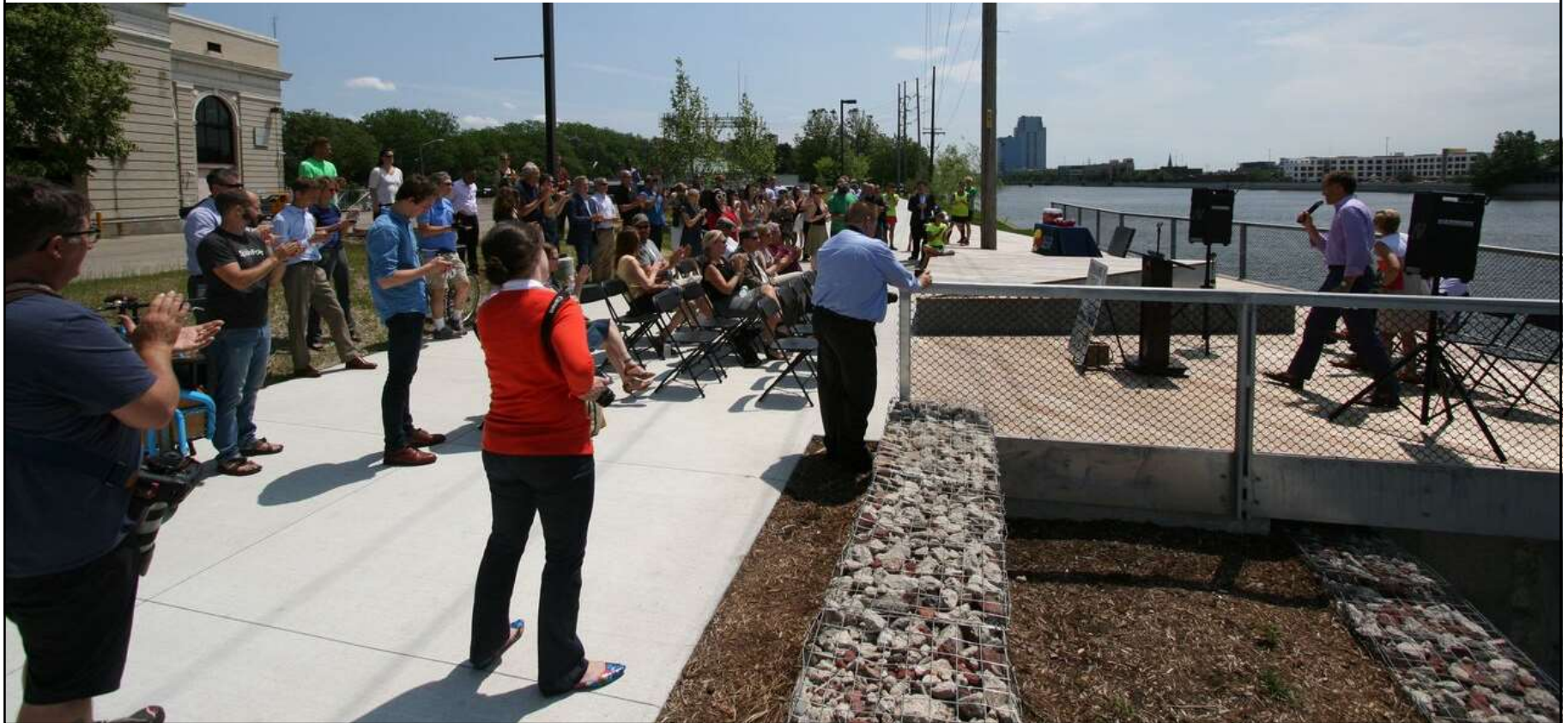
Sustainable Assets

5.4.1.1: Increase tree canopy coverage in neighborhoods below 40% tree coverage by 3 to 4% per neighborhood.

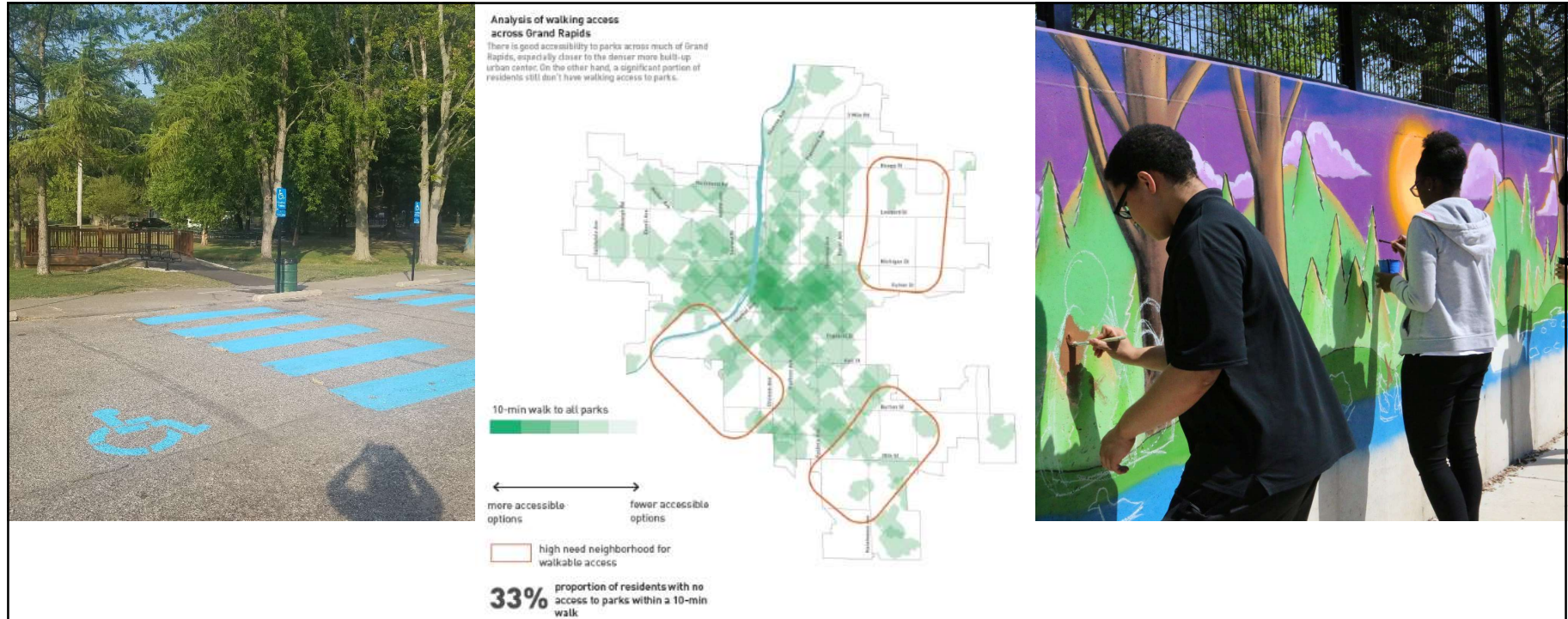
5.4.1.3: Ensure at least 25 tree species are planted throughout the City.



### 5.4.1.5: Develop parkland and open space connections along the Grand River, including the development of a river trail.







12-34: Increase equitable access to parks through intentional co-creation of park design and function with residents to meet their cultural/neighborhood needs.



5.4.1.7- Restore the rapids in the river in downtown Grand Rapids.



5.1.1.2: Achieve 100% of energy use from renewable sources such as wind, solar, biogas, and geothermal.

12-02: Determine feasibility of Phase II biodigestion at GVRBA.



5.1.1.1: Reduce the City's GHG emissions to 25% below 2009 levels.

5.2.1.1: Implement climate resilience and best practices in infrastructure planning by considering best available climate projections and incorporating climate adaptation planning into capital, operating, and maintenance programs.

#### PACE Program



Are you a property owner? Want to install energy efficiency upgrades or renewable energy? Check if you're eligible for the Property Assessed Clean Energy (PACE) program.

## GRAND RAPIDS 2030 DISTRICT®



Grand Rapids 2030 District Members

#### Zero Cities Project

Boston, MA  
Boulder, CO  
Cambridge, MA  
Grand Rapids, MI  
Minneapolis, MN  
New York, NY  
Palo Alto, CA  
Phoenix, AZ  
Portland, OR  
San Francisco, CA  
Seattle, WA  
Washington, D.C.



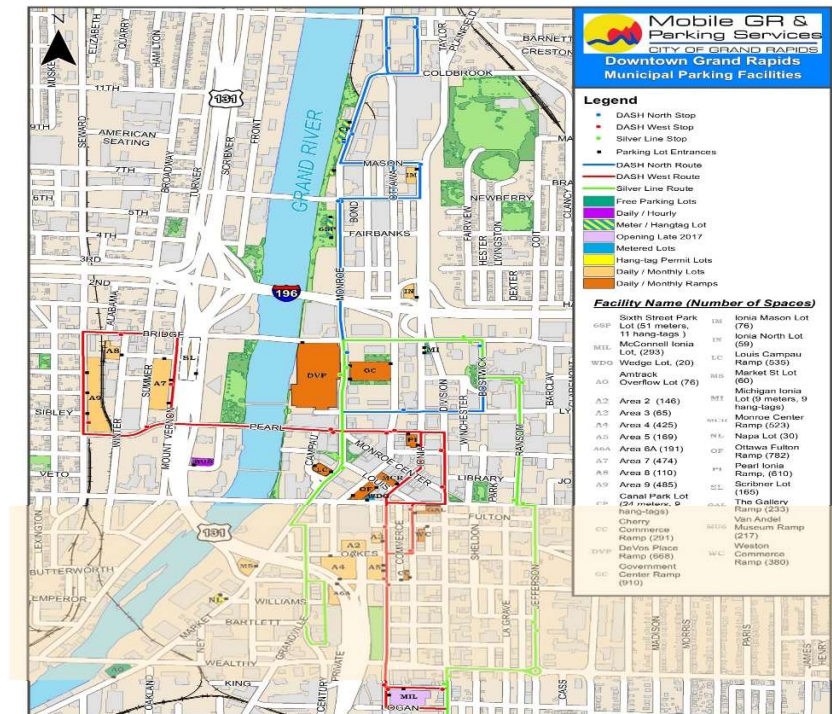
12-13: Develop a program to ensure special events requiring a City permit provide recycling containers throughout the venue.  
12-15: Increase recycling customers to 60,000 to help reduce the amount of waste going into landfills.



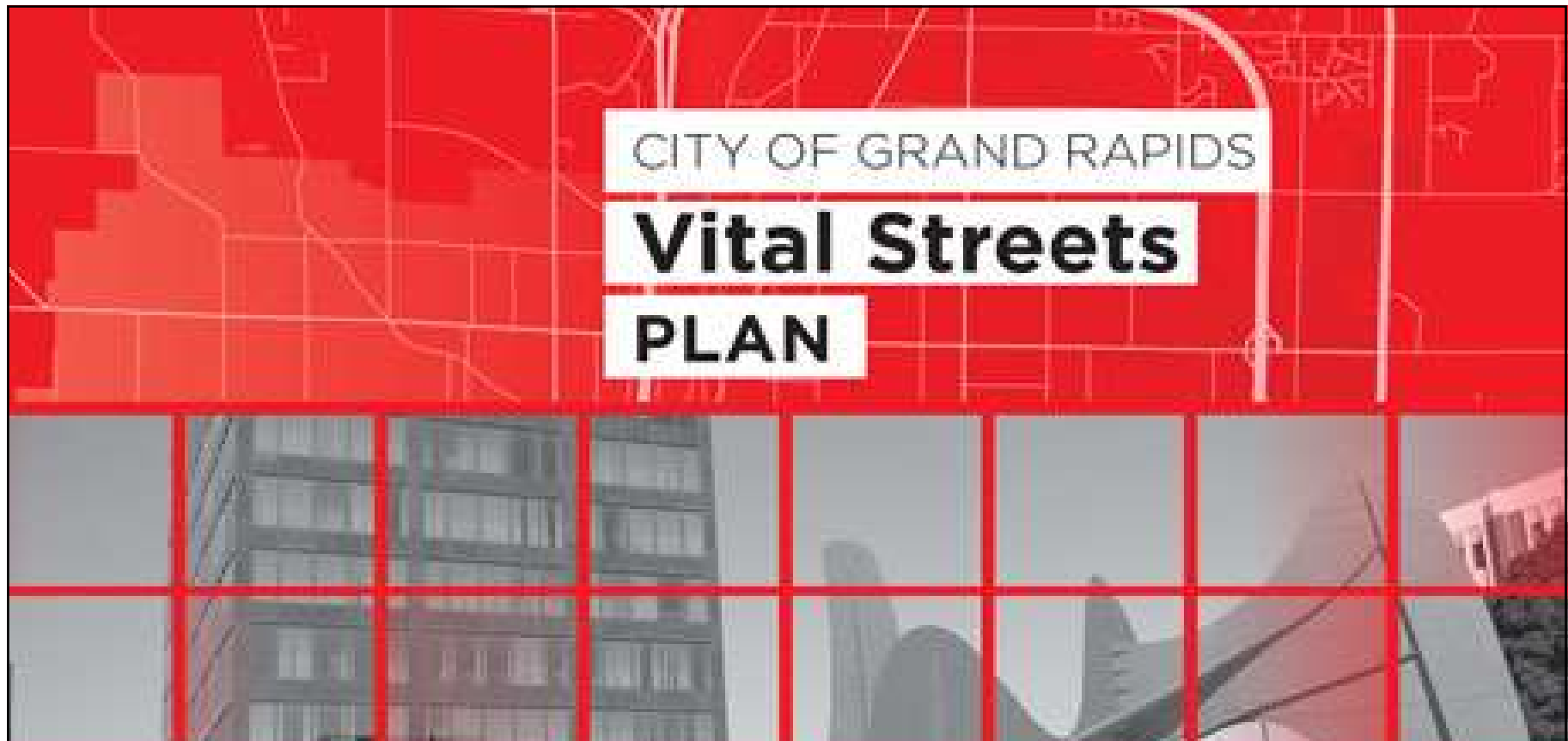
6.1.1.1: Increase miles of on-street bike lanes to 130 miles.  
 12-25: Determine the feasibility of a car or bicycle rental program.





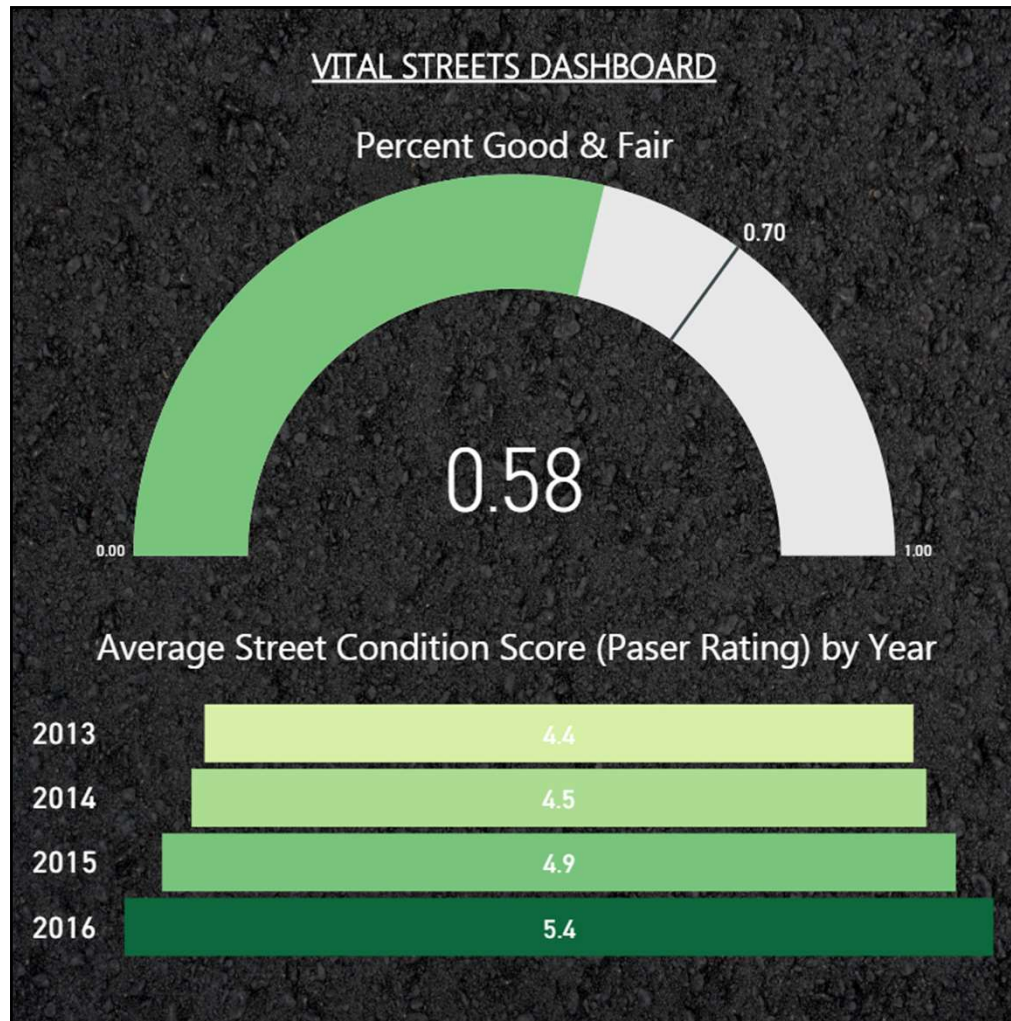


12-22: Reinvent DASH services to meet the needs of the changing community in cooperation with DGRI and ITP



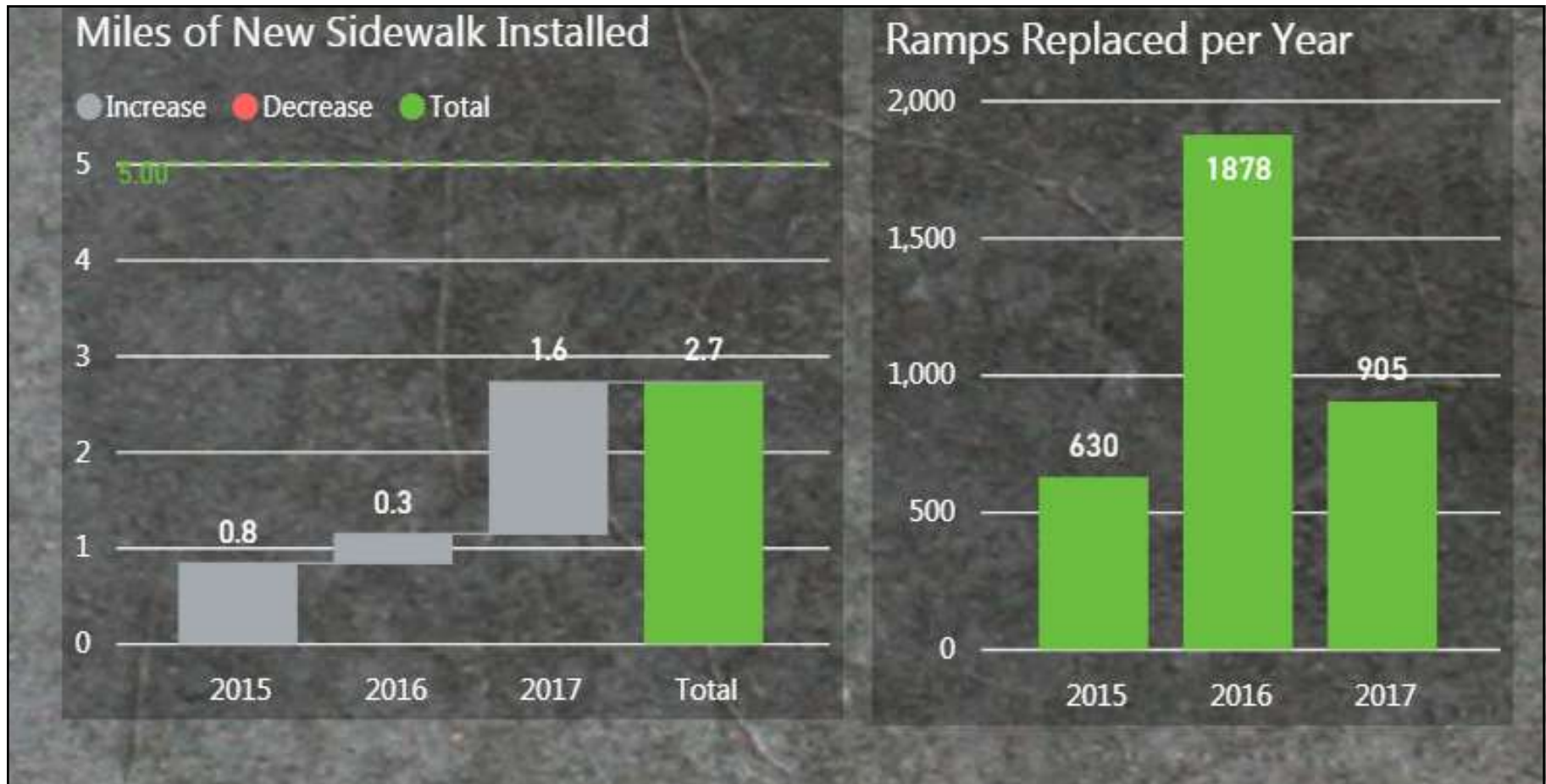
12-23: Complete Vital Streets Plan.

12-31: Develop and adopt a policy framework to implement vital streets.

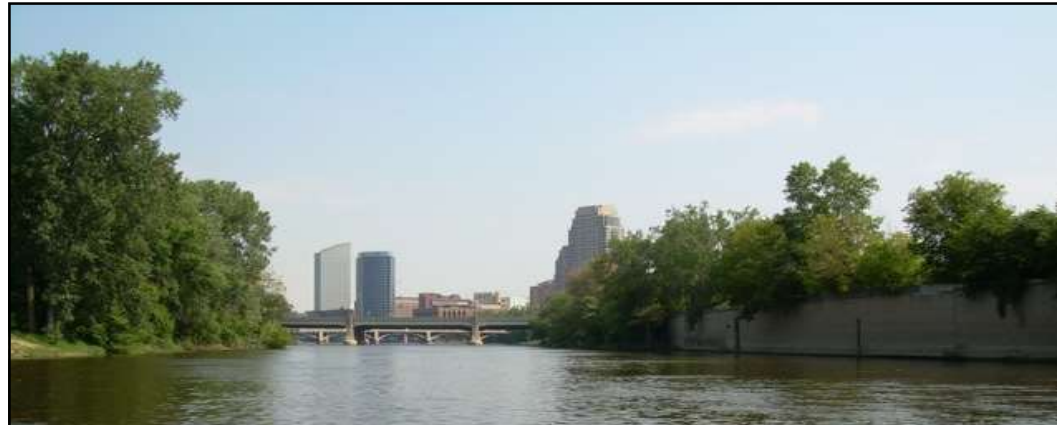


12-29: Invest in each asset class according to asset management plans utilizing cost-effective, short-term debt and/or cash financing.





7.2.1.1: Develop an additional five miles of new sidewalks.



Analysis and Mapping Plan  
***Grand Rapids Pilot LAMP Project***  
***City of Grand Rapids, Michigan***  
*01/12/2016*  
*Final*



**RiskMAP**  
Increasing Resilience Together


12-11: Complete design, financing, implementation plan and regulatory framework for flood control and mitigation consistent with the GR Forward vision and FEMA requirements.



12-17: Require that projects for transportation, water, energy, and other infrastructure investments include a thorough evaluation of natural infrastructure, alone or in combination with engineered or "gray" measures, to address issues such as erosion, storm water runoff, and flood storage.



# Economic



Economic  
Opportunity



10-02: Facilitate development of MSU research facility on former Grand Rapids Press property.



10-07: Match public investment and incentives to private and other investments to encourage improvements of business districts. Create measurable and collect data from CIDs.

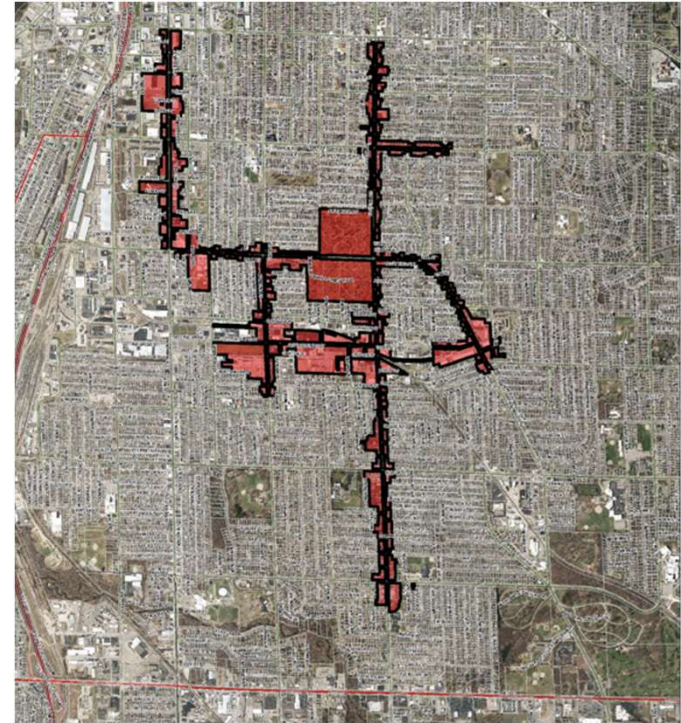


10-07: Match public investment and incentives to private and other investments to encourage improvements of business districts. Create measurable and collect data from CIDs.





1.3.1.1.: Ensure that 80% of jobs created or retained with incentives will be permanent, full-time employment with benefits annually.



10-11: Increase the planning and economic development awareness in neighborhoods experiencing growth.

# Social

Great  
Neighborhoods

Social Equity

Safe Community



11-31: Partner with community to implement a crime reduction strategy.





4.3.1.2: Increase the number of homes participating in the residential safety program by conducting at least 1,500 home safety assessments annually.

## Neighborhood Matching Fund



11-04: Implement a neighborhood match fund or similar initiative.

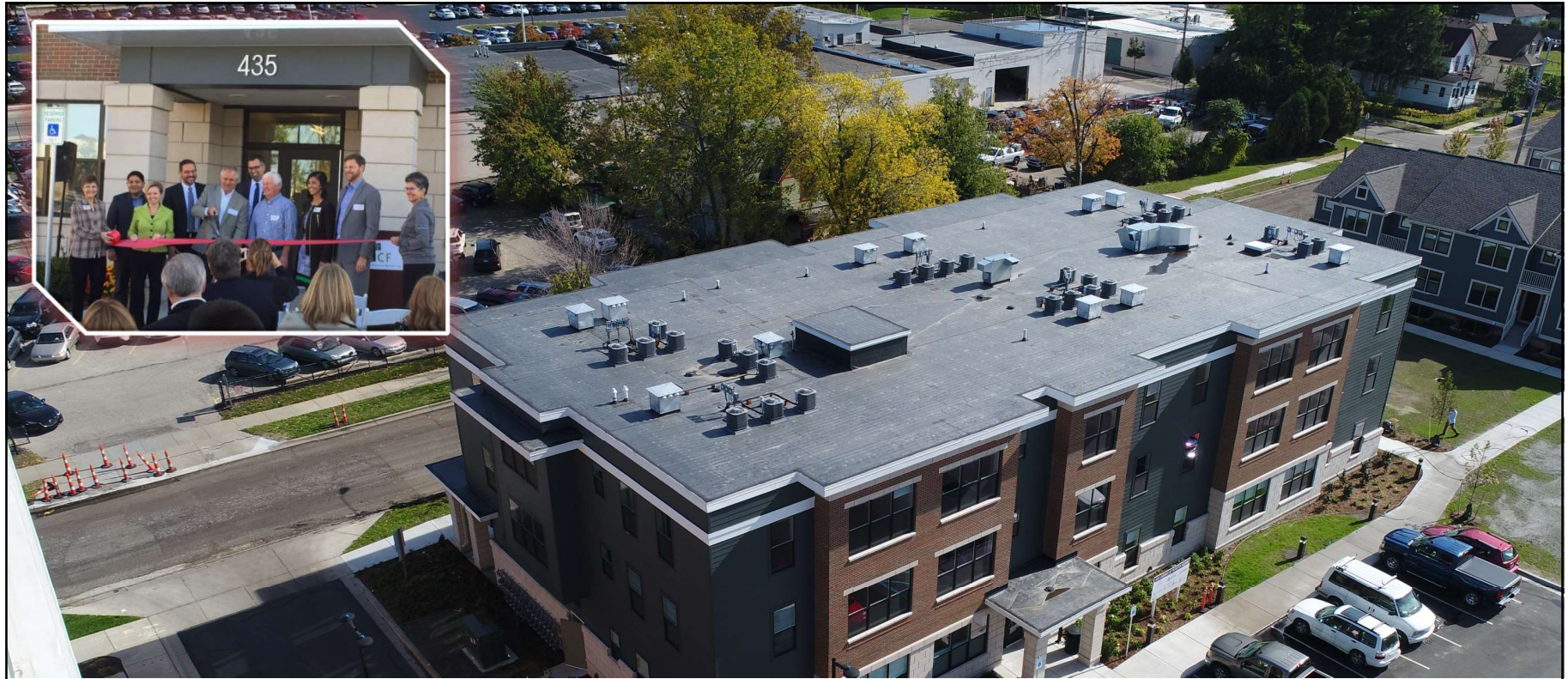


11-07: Increase the use of Brownfield incentives to improve vital neighborhood infrastructure.





2.3.1.2 Increase vehicle, transit and bicycle parking options by June 30, 2021.



2.4.1.1: Increase access to affordable housing by 650 households annually.

2.4.1.2: Increase the number of affordable housing units by 350.





11-15: Form a Housing Trust Fund.



11-40: Implement the City Manager recommendations regarding building Police and Community Relations.



11-21: Enhance training for all City leadership, police/fire staff, judicial workers, and public service to include mandatory cultural competence, racial equity, social systems, mental health first aid, and implicit bias training.

# Governance

Fiscally  
Resilient

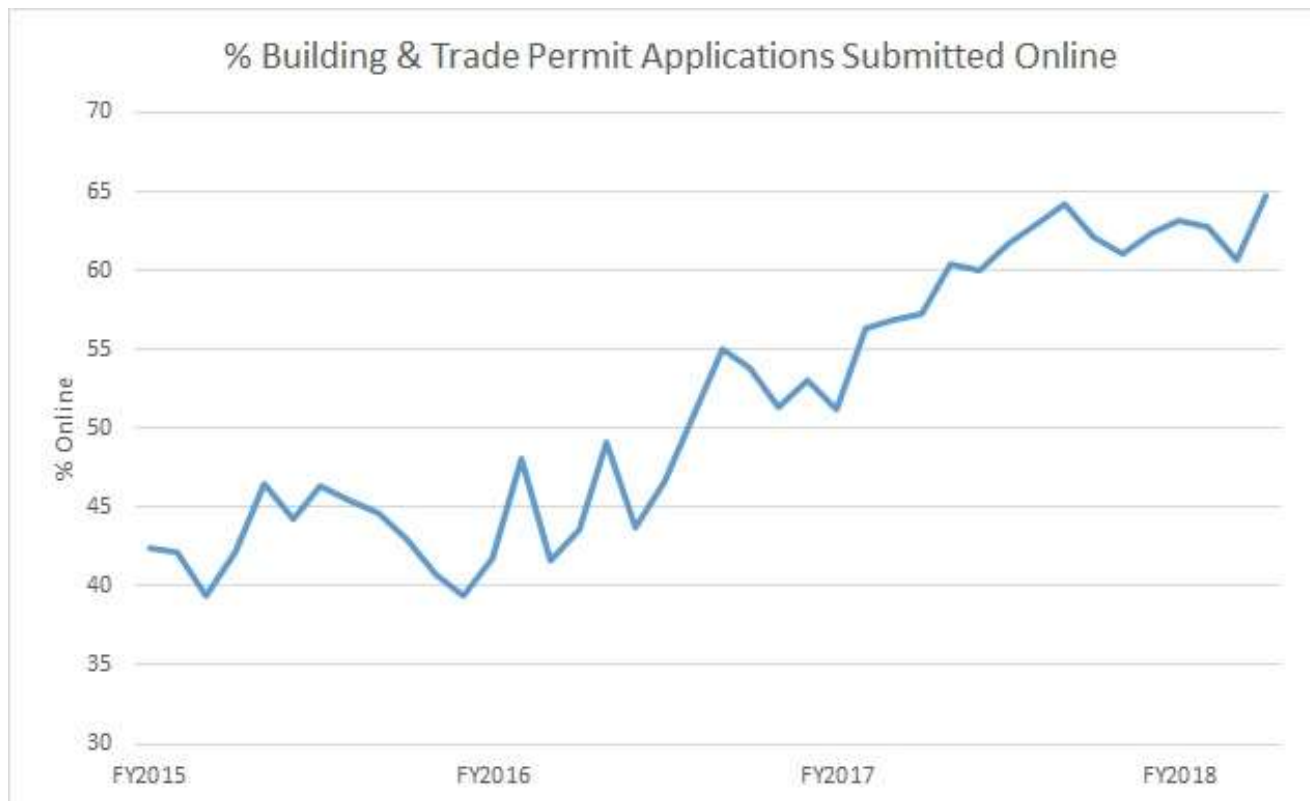
Transparent /  
Accessible

Good  
Government





8.4.1.1: Reduce the cost of inventory tracked in Water and Traffic Safety to below \$2.5M through transformation of stockroom operations.



10.1.1.3: Increase the use of online permitting by an additional 25% over FY15 results.



## Average Water Outage Duration (Main Breaks) - FY 17

Month	Average Hours Off	# of Shutoffs	# Over 5 Hours	# Under 5 Hours	Success Rate
July	1.0	1	0	1	100%
August	9.8	4	3	1	25%
September	3.0	3	1	2	67%
October	1.5	2	0	2	100%
November	3.0	7	1	6	86%
December	2.3	20	0	20	100%
January	2.2	17	0	17	100%
February	3.3	11	2	9	82%
March	3.0	5	0	5	100%
April	1.0	1	0	1	100%
May	2.5	6	0	6	100%
<b>Total</b>	<b>2.9</b>	<b>77</b>	<b>7</b>	<b>70</b>	<b>91%</b>



10.1.1.7: Repair emergency water main breaks and restore service within 5 hours at least 90% of the time.

Growing Our Own

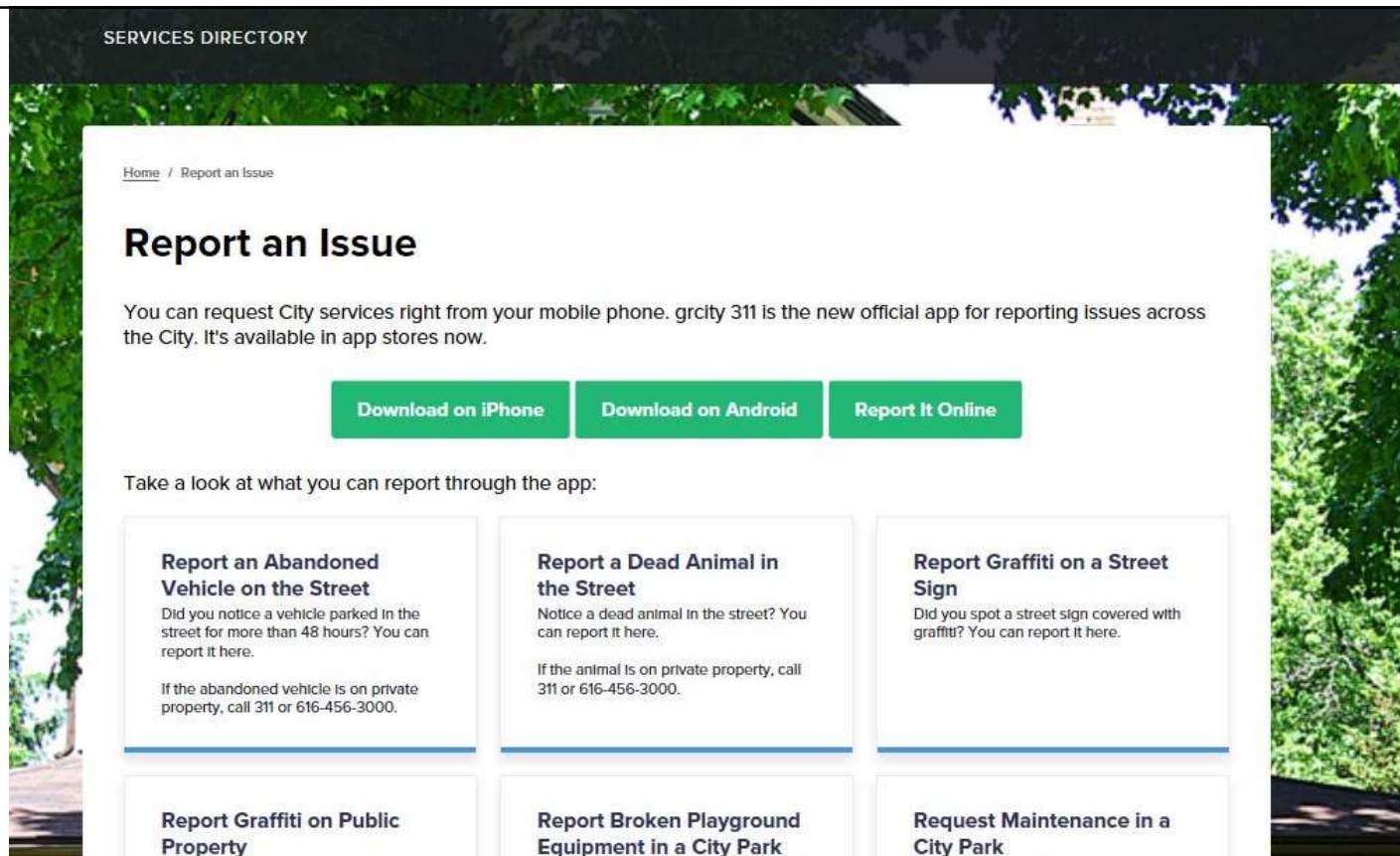


Growing Our Own



10.2.1.1: Create at least 500 jobs for youth between the ages of 16 and 24.





13-34: Expand the 3-1-1 Customer Service program to include online and mobile access.



13-35: Expand the online payment menu to provide customers with the ability to pay multiple payments on one transaction.

## 13-37: Refresh City web portal and link it to expanded social media presence.



Multilingual Website

### Data

We're building a smartly-resourced, data-driven City government

- We use big data to understand what our residents and customers need
- We use customer insights to improve the way we deliver services
- We involve our residents in our solutions

[Read more about the City's big data and analytics](#)

We're open and transparent with our data

That's why we've established an open data policy.

[Review the Open Data Policy](#)

### Explore our datasets

#### 311 Interactions by Department

See which City departments our residents interact with the most.

#### 311 Walk Ins

Explore how walk-in customers interact with 311.

#### 311 Billings: Public Services

Take a look at 311 billings for FY2016 and FY2017.

Potholes

Data Driven

Public Equity Hearing

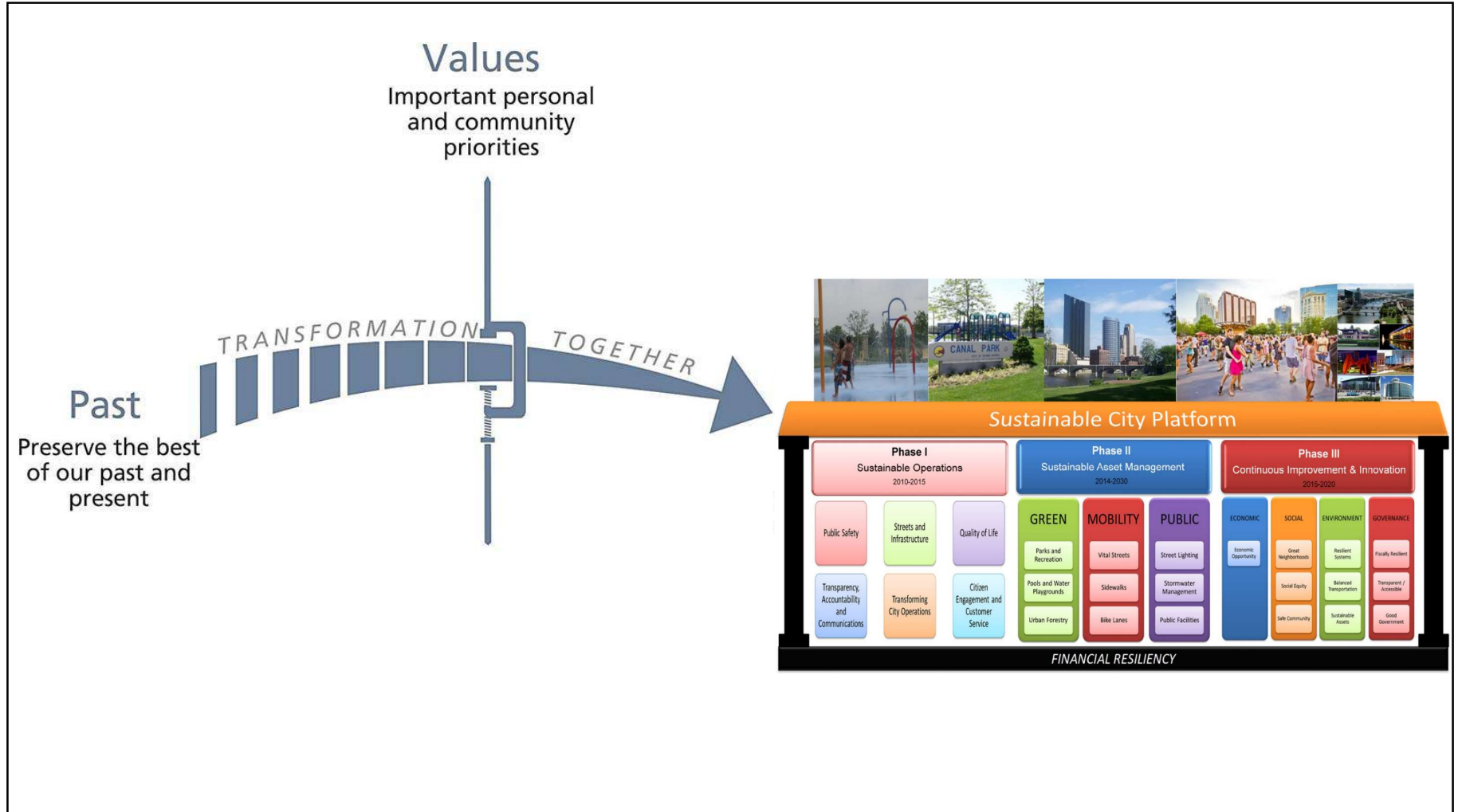
New City Manager





13-43 and 13-44: Develop and implement a Public Trees and Park Asset Management Plan.





**Our  
Future**

TRANSFORMATION  
TOGETHER

